

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

Lviv Polytechnic National University



“APPROVED”

Rector of
Lviv Polytechnic
National University

/Yurii BOBALO/

05 /2023

EDUCATIONAL AND PROFESSIONAL PROGRAM

«Management of Innovative Activity»

LEVEL OF HIGHER EDUCATION Second (master's) level

DEGREE OF HIGHER EDUCATION "Master"

FIELD OF KNOWLEDGE 07 "Management and Administration"

SPECIALTY 073 "Management"

Discussed and approved by
University Academic Council
(protocol № 1
from 23 / 05 /2023)

Lviv 2023

Educational and professional program

APPROVAL LETTER

Level of higher education
FIELD OF KNOWLEDGE
SPECIALITY

Second (master) degree
07 «Management and administration»
073 «Management»

DEVELOPED AND RATIFIED

Scientific and Methodological Council
of the Specialty 073 – «Management»


Protocol № 1
from 14 / 02 /2023

Deputy chairman of the Scientific and
Methodological Council of the
Specialty

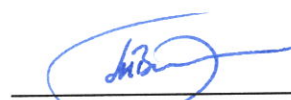
 Oleh KARYY

APPROVED

Vice-Rector for Graduate Education of
Lviv Polytechnic National University

 Oleh DAVYDCHAK
17 / 05 /2023

Head of the Educational and Methodical
Department of Lviv Polytechnic National
University

 Vasyl TOMIUK
17 / 05 /2023

RECOMMENDED

Scientific and Methodological Council
of the University

Protocol № 40
from 18 / 05 /2023

Head of the Scientific and
Methodological Council of the
University

 Anatolij ZAHORODNIY

Director of the Institute of Economics
and Management

 Oleh KUZMIN
16 / 02 /2023

PREAMBLE

Developed based on the Standard of Higher Education of Ukraine of the specialty 073 "Management" field of knowledge 07 "Management and administration" for the second (master's) level of higher education, approved by the working order of the Ministry of Education and Science of Ukraine No. 959 from 10.07.2019.

Developed by the workgroup of the scientific and methodical commission of the specialty 073 «Management». Workgroup members:

| | |
|------------------|--|
| Karyy O.I. | – ScD, Professor, head of Management of Organizations Department |
| Podolchak N.Yu. | – ScD, Professor, head of Administrative and Financial Management Department |
| Kharchuk V. Yu. | – ScD, Associate Professor of Management and International Business Department |
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| Gavran V.Ya. | – Ph.D., Associate Professor of Management of Organizations Department |
| Dzyubina A.V. | – Ph.D., Associate Professor of Management of Organizations Department |
| Kulinich T.V. | – Ph.D., Associate Professor of Management of Organizations Department |
| Chornopyska N.V. | – PhD, Associate Professor of Marketing and Logistics Department |
| Dubovyi Yu.B. | – General director of Halka LTD |
| Ruben Terzian | – Student, group MEID-11 |

Guarantor of the educational and professional program
Ph.D., Associate Professor of

 ent of Organizations Department **Volodymyr GAVRAN**

The project of the educational and professional program was discussed and approved in the session of the Scientific Council of the Institute of Economics and Management.

Protocol № 8 from 15 / 03 /2023

Head of Scientific Council
of Institute of Economics and Management


Oleh KUZMIN

Approved and enforced by the
Order of the Rector of Lviv Polytechnic National University
from 29 / 05 /2023 № 273-р-10 .

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1. The program of the Master's degree in specialty 073 "Management",

EPP “Management of Innovative Activity”

| 1 – General information | |
|--|---|
| Full name of institution of higher education and structural subdivision | Lviv Polytechnic National University |
| Level of higher education | Second (master's) level |
| Degree of higher education | Master |
| Field of knowledge | 07 «Management and administration» |
| Speciality | 073 «Management» |
| Restrictions on forms of education | None |
| Full name of the qualification in the original language | Master of Management, specialization “Management of Innovative activity” |
| Qualification in diploma | DEGREE OF HIGHER EDUCATION "Master" SPECIALITY 073 «Management» Educational program "Management" |
| The official name of the educational program | Management of innovative activity |
| Type of diploma and volume of educational program | Master's diploma, unitary, 90 ECTS credits, program duration - 1,5 years |
| Availability of accreditation | Accredited by the Ministry of Education and Science of Ukraine |
| Cycle/level | NQF – 7, FQ-EHEA – second cycle, EQF-LLL – 7 |
| Prerequisites | Bachelor's degree |
| Language of teaching | English |
| Basic concepts and their definition | In the program the basic concepts and their definitions are used following the Law of Ukraine "On Higher Education" No.1556-VII from 01.07.2014 with amendments and additions |
| 2 - The purpose of the educational program | |
| | Training of highly qualified management professionals who possess modern management thinking, theoretical knowledge and applied skills sufficient for successful performance of professional duties in the field of management and administration in the specialty 073 "Management" and in particular in the EPP "Management of innovative activities", capable of developing solve complex innovative and management tasks and problems of functioning of management systems at different levels and in different areas characterized by uncertainty of conditions and requirements. |
| 3 - Characteristics of the educational program | |
| Description of the | An object of study: management of organizations and their divisions. |

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| <p>subject area</p> | <p>Training goals: training of specialists capable of identifying and solving complex tasks and problems in the field of management or in the learning process, which involve performing research and/or implementing innovations and are characterized by the uncertainty of conditions and requirements.</p> <p>The theoretical content of the subject area:</p> <ul style="list-style-type: none"> - paradigms, laws, regularities, - principles, and historical prerequisites of management development; - concepts of systemic, situational, adaptive, anticipatory, anti-crisis, innovative, project management, etc.; - functions, methods, technologies, and managerial decisions in management <p>Methods, techniques, and technologies:</p> <ul style="list-style-type: none"> - general scientific and specific research methods (calculation-analytical, economic-statistical, economic-mathematical, expert evaluation, factual, sociological, documentary, balance sheet, etc.); - methods of implementing management functions (marketing research methods; methods of economic diagnostics; methods of forecasting and planning; methods of designing organizational management structures; methods of motivation; methods of control; methods of evaluating social, organizational, and economic efficiency in management, etc.). - management methods (administrative, economic, socio-psychological, technological); - technologies for justifying management decisions (economic analysis, simulation modeling, decision tree, etc.). <p>Tools and equipment: modern information and communication equipment, information systems, and software products used in management.</p> |
| <p>Orientation of the educational program</p> | <p>The educational and professional program is based on the fundamental postulates and results of modern theoretical and applied researches in the field of management, in particular management of innovative activities and focuses on topical specializations, within which further professional and scientific careers are possible: a head, a manager, an administrator, a specialist, a professional in the field of innovative activity, a researcher, an official of state authorities and local self-government, a teacher of a higher educational institution</p> |
| <p>The main focus of the educational program and specialization</p> | <p>The educational-professional program represents the special education and professional training of masters with such relevant application vectors - management of innovative activities of enterprises and organizations (micro level) and state institutions (macro level).</p> <p>Key words: management, administration, innovative activity, management of innovative activity.</p> |
| <p>Features of the program</p> | <p>The educational-professional program is based on the results of modern applied researches of the domestic and foreign labor market in the field of innovation management and takes into account its actual requirements</p> |

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| | and needs. This provides partial teaching of professionally-oriented disciplines in English in the context of contemporary globalization and integration processes. |
| 4 – Graduate employability and further learning | |
| Graduate employability | Jobs in the public and private sectors of various sectors of economy in leadership positions in the field of management of subjects of innovation activity, their structural divisions, a wide range of processes and operations in innovation activity, as well as teachers in higher education institutions. |
| Further learning | Studying at the third (educational and scientific) level of higher education "Doctor of Philosophy", advanced training programs. |
| 5 – Teaching and evaluation | |
| Teaching and learning | A combination of lectures, practical classes, laboratory work, consultations with the scientific, pedagogical, and professional community with independent educational and research work, practical training, and completion of master's qualification work |
| Evaluation | Examinations, credits, current control, defense of course projects and course works, defense of Master's qualifications thesis. |
| 6 – Program competencies | |
| Integral competence (INT) | The ability to solve complex tasks and problems in the field of management or in the learning process, which involves performing research and/or implementing innovations under uncertain conditions and requirements |
| General Competences (GC) | GC1. Ability to perform research at the appropriate level; GC2. Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge/types of economic activity); GC3. Skills in using information and communication technologies; GC4. Ability to motivate people and move towards a common goal; GC5. Ability to act based on ethical considerations (motives); GC6. Ability to generate new ideas (creativity); GC7. Ability to abstract thinking, analysis, and synthesis |
| Special (professional, subject) competencies (SC) | SC1. Ability to choose and use management concepts, methods, and tools, including following defined goals and international standards; SC2. Ability to establish values, vision, mission, goals, and criteria by which the organization determines further directions of development, develop and implement appropriate strategies and plans; SC3. Ability to self-development, lifelong learning, and effective self-management; SC4. Ability to effectively use and develop the organization's resources; SC5. Ability to create and organize effective communications in the management process; SC6. The ability to form leadership qualities and demonstrate them in the process of managing people; SC7. Ability to develop projects, manage them, show initiative and entrepreneurship; |

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| | <p>SC8. Ability to use psychological technologies for working with personnel.</p> <p>SC9. Ability to analyze and structure organizational problems, make effective management decisions, and ensure their implementation;</p> <p>SC10. Ability to manage the organization and its development.</p> |
| <p>Professional Competencies of Specialization (PCS)</p> | <p>PCS 2.1. The ability to apply the acquired in-depth knowledge of classical and modern theoretical-methodological and methodological-applied management bases of organizations of various types of economic activity and administration;</p> <p>PCS 2.2. The ability to reveal the impact of globalization and integration processes in the international economic space on the innovative activities of domestic enterprises, organizations, and institutions.</p> <p><i>Elective block 0201 «Management of Innovative activity»</i></p> <p>PCS 2.1.1. The ability to apply modern tools and technologies of controlling transformations in business in order to increase the competitiveness of the enterprise (organizations, institutions);</p> <p>PCS 2.1.2. The ability to use the main components of creativity in management of innovative activities;</p> <p>PCS 2.1.3. The ability to use modern modeling methods and measure economic risk in the process of making management decisions when developing and implementing innovative projects in various fields of activity</p> <p><i>Elective block 0202 "Management of innovative activities in tourism and recreation"</i></p> <p>PCS 2.2.1. The ability to understand and differentiate a wide range of types, organizational forms, technologies, innovation process operations and prove the ability to use them in the management system of enterprises' innovative activities, especially in tourism and recreation;</p> <p>PCS 2.2.2. The ability to form resource and information support for the enterprises' innovative activity, especially in tourism and recreation, taking into account the dynamics of external and internal environmental factors;</p> <p>PCS 2.2.3. The ability to identify and comprehensively use available market opportunities, maintain a balance of external and internal reserves of innovative development and maximization of prospective income of the enterprise (organization, institution), especially in tourism and recreation.</p> |
| <p>7 – Program Learning Outcomes</p> | |
| <p>Program Learning Outcomes (PLO)</p> | <p>PLO1. Critically consider, choose, and use the necessary scientific, methodical, and analytical tools for management in unpredictable conditions;</p> <p>PLO2. Identify problems in the organization and justify the methods of solving them;</p> |

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| | <p>PLO3. Design effective management systems of organizations;</p> <p>PLO4. Justify and manage projects, generate business ideas;</p> <p>PLO5. Plan the activities of the organization in strategic and tactical sections;</p> <p>PLO6. Have the skills to make, substantiate and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations, and social responsibility;</p> <p>PLO7. Organize and carry out effective communications within the team, with representatives of various professional groups and in an international context;</p> <p>PLO8. Apply specialized software and information systems to solve organizational management problems;</p> <p>PLO9. Be able to communicate in professional and scientific circles in national and foreign languages;</p> <p>PLO10. Demonstrate leadership skills and ability to work in a team, interact with people, and influence their behavior to solve professional tasks;</p> <p>PLO11. To ensure personal professional development and planning of own time.</p> <p>PLO12. Be able to delegate authority and management of the organization (subdivision);</p> <p>PLO13. Be able to plan and carry out informational, methodical, material, financial, and personnel support of the organization (unit).</p> |
| <p>Program results of specialization training (PRST)</p> | <p>PRST 1. Integrate and apply acquired theoretical knowledge in practice to solve management tasks in innovative activity;</p> <p>PRST 2. Plan, organize, control and regulate innovative activities at all economy levels, use modern mechanisms of personnel motivation in the field of innovations;</p> <p style="text-align: center;"><i>Elective block 0201 «Management of Innovative activity»</i></p> <p>PRST 1.1. Integrate innovative and marketing policies of enterprise (organization), manage the process of finding target market in order to realize innovation potential, coordinate needs and behavioral responses of consumers and develop measures to activate internal and external factors that motivate the demand for innovative products;</p> <p>PRST 1.2. Use main components of creativity in innovative activities of enterprise (organization, institution), apply modern methods of generating innovative ideas, form a creative environment and implement modern mechanisms for motivating creative potential of participants in innovative process;</p> <p>PRST 1.3. Combine various economic and mathematical methods and models for analyzing and assessing risks of innovative activities, make management decisions and develop measures to reduce their impact on innovation projects effectiveness;</p> <p style="text-align: center;"><i>Elective block 0202 "Management of innovative activities in tourism and recreation"</i></p> <p>PRST 2.1. Plan and carry out market environment research, carry out comparative and analytical monitoring of competitors' activities, mobilization of opportunities to improve the quality and increase the competitiveness of innovative products and enterprises (organizations,</p> |

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| | <p>institutions), especially in tourism and recreation, on domestic and foreign markets and in the virtual environment;</p> <p>PRST 2.2. Use a balanced system of indicators, modern methods and technologies for organizing innovative activities of the enterprise (organization, institution), especially in tourism and recreation;</p> <p>PRST 2.3. Develop, evaluate and substantiate options for the innovative development of enterprises (organizations, institutions), especially in tourism and recreation, taking into account dynamic internal and unstable external environment and determine the optimal structure of resources for their implementation.</p> |
| Communication (COM) | <p>1. Conveying to specialists and non-specialists information, ideas, problems, solutions, and own experience in the field of professional activity.</p> <p>2. Ability to effectively form a communication strategy.</p> |
| Autonomy and responsibility (A&R) | <p>1. Management of complex actions or projects, responsibility for decision-making in unpredictable conditions.</p> <p>2. Responsibility for the professional development of individuals and/or groups of individuals, the ability to further study with a high level of autonomy.</p> |
| 8 – Resource support for the program implementation | |
| Specific characteristics of personnel software | 90% of scientific and pedagogical workers involved in teaching professionally oriented disciplines in the specialty 073 "Management" have scientific degrees and scientific titles, experience in scientific research, managerial or innovative work by specialty |
| Specific characteristics of the material and technical support | Use of modern software: «Enterprise Project Management», Math CAD, Statistica, Microsoft Project, Strike Plagiarism. |
| Specific characteristics of information and methodological support | Using the virtual learning environment of Lviv Polytechnic National University and the author's developments of scientific and pedagogical workers. |
| 9 – Academic mobility | |
| National Credit Mobility | Based on bilateral agreements between the Lviv Polytechnic National University and universities in Ukraine. |
| International Credit Mobility | Based on bilateral agreements between the Lviv Polytechnic National University and higher educational institutions of foreign partner countries. |
| Training of foreign students | Possible after studying the Ukrainian language course |

2. Distribution of educational-professional program's content by the groups of components and training cycles

| ## | Training cycle | The volume of study load on higher education applicant (ESTC credits /%) | | |
|--------------------------------------|-----------------------------|---|--|--------------------------------------|
| | | Mandatory components of an educational-professional program | Optional components of an educational-professional program | Total for the entire period of study |
| 1 | 2 | 3 | 4 | 5 |
| 1. | General training cycle | 3/3,3 | 3/3,5 | 6/6,7 |
| 2. | Professional training cycle | 61/67,8 | 23/25,6 | 84/93,3 |
| Total for the entire period of study | | 64/71,1 | 26/28,9 | 90/100 |

3. List of components of the educational-professional program

| Code e/d | Components of educational program (study courses, course projects (works), practical trainings, qualifying thesis) | ESTC credits | Form of final control |
|---|--|--------------|-----------------------|
| 1 | 2 | 3 | 4 |
| Mandatory components | | | |
| <i>1. General training cycle</i> | | | |
| MC1.1. | A foreign language for a professional purpose | 3 | dif. tests |
| Total for the cycle: | | 3 | |
| <i>2. Professional training cycle</i> | | | |
| MC 2.1. | Project Management | 4 | exam |
| MC 2.2. | Strategic Management | 4 | exam |
| MC 2.3. | Financial Management | 4 | exam |
| MC 2.4. | Economics of Innovative Activity | 5 | exam |
| MC 2.5. | Management of Innovative Development of Organization | 5 | exam |
| MC 2.6. | Innovation Marketing | 4 | exam |
| MC 2.7. | Management of Innovative Development of Organization (course work) | 2 | dif. test |
| MC 2.8. | Economics of Innovation Activity (course project) | 3 | dif. test |
| MC 2.9. | Pre-graduation Practice on the Theme of Master's Thesis | 9 | dif. test |
| MC 2.10. | Master's Qualification Paper Performing | 18 | |
| MC 2.11. | Defense of Master's Thesis | 3 | |
| Total for the cycle: | | 61 | |
| Mandatory components in Total: | | 64 | |
| Optional components | | | |
| <i>1. General training cycle</i> | | | |
| Optional components of the general training cycle | | | |
| Total: | | 3 | |
| <i>2. Vocational training cycle</i> | | | |
| Optional Components' Blocks | | | |
| Optional Components of Block #0201 <i>(Management of Innovative Activity)</i> | | | |
| OC2.1.1. | Creative Management | 5 | exam |
| OC2.1.2. | Controlling of Innovative Activity | 5 | exam |
| OC2.1.3. | Risk Management of Innovative Activity | 5 | exam |

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| OC2.1.4. | Creative Management (course project) | 3 | dif. tests |
| Optional Components of Block #0202 <i>(Management of Innovative Activities in Tourism and Recreation)</i> | | | |
| OC 2.2.1. | Innovative Maintenance of Competitiveness of Tourism Organization | 5 | exam |
| OC 2.2.2. | Organizing of Tourist Activity | 5 | exam |
| OC 2.2.3. | Designing Innovative Tourism Products | 5 | exam |
| OC 2.2.4. | Designing Innovative Tourism Products (course project) | 3 | dif. tests |
| Total: | | 18 | |
| Optional components of other educational-professional programs | | | |
| Total: | | 5 | |
| Optional Components in Total: | | 26 | |
| Educational-professional Program in Total: | | 90 | |

4. Attestation form of higher education applicants

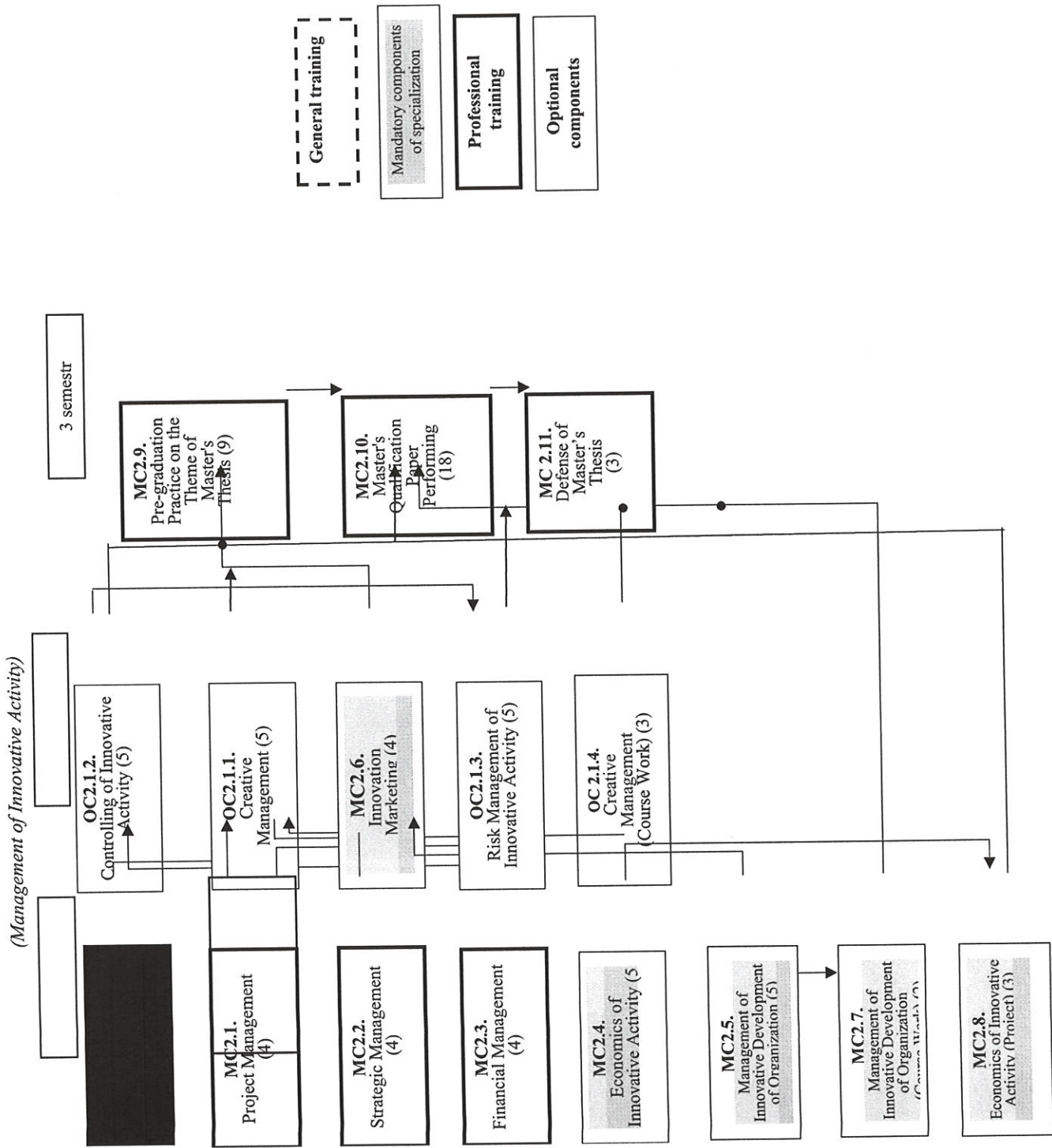
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| Attestation forms for students | Attestation is carried out in the form of public defense of Master's Thesis |
| Requirements for Master's Thesis | <p>The qualification work should involve solving a complex problem or management issue that requires research and/or innovation and is characterized by the complexity and uncertainty of conditions, with the application of theories and methods of economic science.</p> <p>The qualification work should not contain academic plagiarism, falsification, fabrication.</p> <p>The qualification work must be published on the official website of Lviv Polytechnic National University or its Department, or in the repository of the higher education institution.</p> |

5. Matrix of compliance of program competencies with educational components

| | M C1 .1 | M C2 .1 | M C2 .2 | M C2 .3 | M C2 .4 | M C2 .5 | M C2 .6 | M C2 .7 | M C2 .8 | M C2 .9 | M C2 .10 | M C2 .11 | O C2 .1 | O C2 .1 | O C2 .2 | O C2 .3 | O C2 .4 | O C2 .1 | O C2 .2 | O C2 .3 | O C2 .4 | |
|----------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---|
| INT | | • | | | | | • | | | | | | | | | | | • | | | | |
| GC1 | | • | | | | | • | | | | | | | | | | | | | | | • |
| GC2 | • | | | | | | • | | | | | | | | | | | • | | | | |
| GC3 | | • | | | | | • | | | | | | | | | | | | | | | |
| GC4 | | • | | | | | • | | | | | | | | | | | | | | | |
| GC5 | | | | | | | • | | | | | | | | | | | | | | | • |
| GC6 | | • | | | | | • | | | | | | | | | | | | | | | • |
| GC7 | | | | | | | • | | | | | | | | | | | | | | | • |
| SC1 | | | | | | | • | | | | | | | | | | | | | | | • |
| SC2 | | | | | | | • | | | | | | | | | | | | | | | • |
| SC3 | | • | | | | | | | | | | | | | | | | | | | | • |
| SC4 | | | | | | | | | | | | | | | | | | | | | | • |
| SC5 | | • | | | | | • | | | | | | | | | | | | | | | • |
| SC6 | | | | | | | | | | | | | | | | | | | | | | • |
| SC7 | | | | | | | | | | | | | | | | | | | | | | • |
| SC8 | | • | | | | | | | | | | | | | | | | | | | | • |
| SC9 | | | | | | | | | | | | | | | | | | | | | | • |
| SC10 | | | | | | | | | | | | | | | | | | | | | | • |
| PCS2.1 | | • | | | | | • | | | | | | | | | | | | | | | • |
| PCS2.2 | • | | | | | | | | | | | | | | | | | | | | | • |
| PCS2.1.1 | | | | | | | | | | | | | | | | | | | | | | • |
| PCS2.1.2 | | | | | | | | | | | | | | | | | | | | | | • |
| PCS2.1.3 | | • | | | | | • | | | | | | | | | | | | | | | • |
| PCS2.2.1 | | | | | | | | | | | | | | | | | | | | | | • |
| PCS2.2.2 | | | | | | | | | | | | | | | | | | | | | | • |
| PCS2.2.3 | | • | | | | | | | | | | | | | | | | | | | | • |

Legend: MCi – mandatory component, OCi – Optional component, i – number of disciplines in the list of educational components, INT – integral competence, GCj – general competence, SCj – Special (professional, subject) competencies, PCSj – professional competencies of specialization, j – number of competences in the list of competencies of the educational component.

**Structural-logical scheme.
Educational and professional program "Management of Innovative Activity"
For elective block #0201**



Structural-logical scheme.
Educational and professional program "Management of Innovative Activity"
For elective block #0202
(Management of Innovative Activities in Tourism and Recreation)

